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Approved For Release 2000/09/12 : CIA-RDP80-01826R000400020005-5

Executive Registry
4.9237

1 December 1953

MEMORANDUM FOR: Chairman, CIA Career Service Board

SUBJECT: Policy with Respect to Individual
Specialization and Generalization

1. This problem^h as three separable aspects.

- a. Designation in respect to the support components.
- b. Designation in respect to the operating components.
- c. Specialization and generalization as such.

2. A. above (support designation) is easiest, logical and practical whereas it's not at all clear that designation in respect to the operating components is practical. It may well be a completely theoretical conception which has no true utility. To determine this, substantial examination must be made of what other Government units have discovered. But at any event, as set forth in the "Assumptions" herewith to deal with it now is considered premature.

3. Specialization and generalization as such i.e., how to secure expertise and at the same time keep promotional personnel coming along for subsequent future senior posts and avoid the white haired boy accusation, is an aspect which also calls for substantial study of what other Government studies reveal and is too delicate a matter on which to conclude quickly.

4. The tenets set forth in the base of the accompanying paper may serve as criteria material in whole or in part for the other papers.

DOC	5	REV DATE	22 JUN 1951	BY	029725
ORIG COMP		OPI	32	TYPE	01
ORIG CLASS	5	PAGES	5	REV CLASS	C
JUST	22	NEXT REV	2011	AUTH:	HR 10-2

Special Assistant, DD/P

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Attachment

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